

21 February 1984

MEMORANDUM FOR: Deputy General Counsel
FROM :
Associate General Counsel/DDO
SUBJECT : Draft Statement of Goals, Principles
and Standards for CIA

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Following are my comments concerning the above subject:

GOALS

To provide accurate, comprehensive intelligence information and other support to the American people through their elected representatives in the Executive Branch and Congress. This support should be timely, perceptive and free from ideological or partisan political bias. Our activities should at all times be consistent with the laws and Constitution of the United States, as well as generally accepted norms of a civilized society.

ORGANIZATION

The CIA is comprised of operating elements containing people from a wide variety of academic disciplines and life experiences. In order to maximize this unique and valuable resource, the operational, technological, analysis, support and service elements should be fully integrated and interdependent so that our Agency and our customers can benefit from a diverse set of viewpoints.

ETHICS

Because of the critical yet highly sensitive role a secret intelligence service plays in a free, open and democratic society, we must not only adhere strictly to the letter and the spirit of law, but also must be ever cognizant of this unique status and the responsibilities that flow from this status to comport ourselves with the highest degree of honor and integrity.

PEOPLE AND MANAGEMENT

Consistent with the principles of compartmentation and need to know, we must encourage input and involvement from all corners of our organization, even in cases where the issue or activity is seemingly in a particular jurisdictional realm. Managers should encourage their people to propose positive, creative solutions to problems even when there is risk involved, provided that the risk is reasonable and is outweighed by the potential benefits. We should strive for coordination and cooperation between components rather than allow excessive competition and parochial bureaucratic disputes to obscure our shared mission. Above all, managers should consistently seek to engender and reinforce a shared sense of participation and pride on the part of their employees that comes from being part of the most unique, demanding and important Agency in the Federal Government.

MEASURE OF RESULTS

CIA is not a private business organization. Furthermore, because of the inherent secrecy of much of its work, it cannot measure and assess its results openly or allow them to be subjected to scrutiny by the general public. Nevertheless, for each activity that we complete we can ask ourselves whether or not we have acted in furtherance of the principles upon which our country is founded and have contributed in some small manner to the national security and foreign policy objectives of the United States.



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